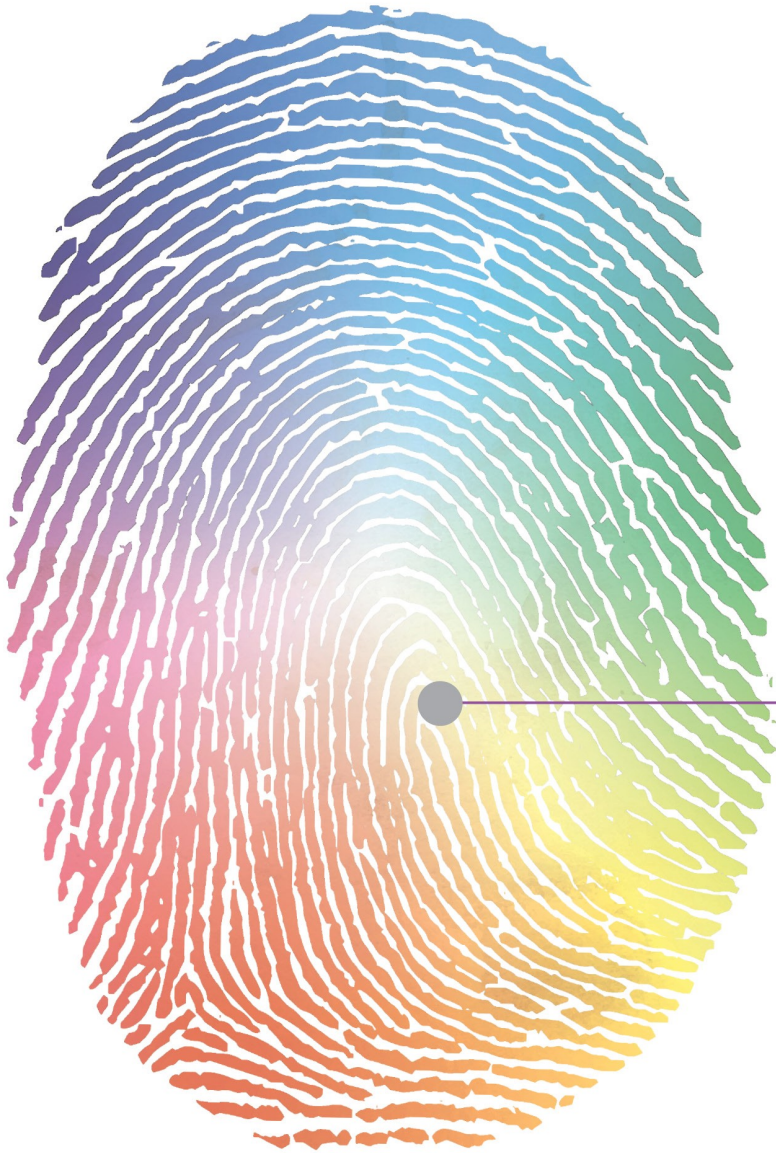


personality assessment and personalized report



INSIGHT Inventory®

... identifying your unique personality strengths

John Doe
11/29/2018



Welcome to your e – INSIGHT Inventory Report

Congratulations John upon your venture into self-discovery and self-improvement! This report will help you learn about your personality and how you tend to behave in different situations. You'll gain insight into yourself and learn how to use your strengths to communicate better.

This report contains information about your personality preferences that will help you:

- understand both your Work Style and Personal Styles. You'll learn what impact various responsibilities and pressures have upon you.
- clarify which work situations are stressful and how you tend to react. You will learn strategies for responding to stress in productive ways.
- identify your strengths and discover easy ways to build upon them. This will help you feel good about the traits you have and assist you in making the most of your interpersonal skills.

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INTRODUCTION: About the INSIGHT Inventory

The INSIGHT Inventory was developed in 1980's by Patrick Handley, Ph.D., psychologist and organizational consultant. It is based on Dr. Kurt Lewin's field theory that maintains that behavior is the interaction between personality and environment. Simply put, people behave differently in various settings.

The INSIGHT Inventory provides profiles of both your behavior at work (Work Style) and your behavior at home (Personal Style). This report provides strengths-based descriptions of your behavior, identifies your reactions to stress, and lists guidelines for flexing your style to communicate better with others.

The INSIGHT Inventory measures your behavioral preferences on four traits:

A) Influencing (Indirect or Direct)

You'll learn how you tend to influence others, express your opinions, and assert yourself.

B) Responding (Reserved or Outgoing)

You'll learn how you interact with others and respond to people in groups.

C) Pacing (Urgent or Steady)

You'll learn how you tend to make decisions, take action, and pace yourself.

D) Organizing (Unstructured or Precise)

You'll learn how you structure time, plan projects, and follow through on details.

Two profiles, Work Style and Personal Style, provide information about your behavior.

example: Work Style

INDIRECT	[A] Influencing	DIRECT
RESERVED	[B] Responding	OUTGOING
URGENT	[C] Pacing	STEADY
UNSTRUCTURED	[D] Organizing	PRECISE

A number of factors could influence your behavior at work, such as the nature of your job, deadlines, and relationships with coworkers and customers.

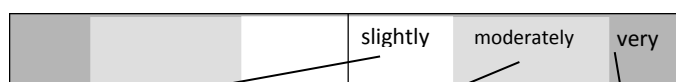
example: Personal Style

INDIRECT	[A] Influencing	DIRECT
RESERVED	[B] Responding	OUTGOING
URGENT	[C] Pacing	STEADY
UNSTRUCTURED	[D] Organizing	PRECISE

Factors that influence your Personal Style include responsibilities at home, relationships with family members, and social activities with friends.

Intensity of your scores

The shaded areas of the profile charts give an indication of how intense your preferences are and provide an easy way to compare your scores to people in general.



Scores in the non-shaded area indicate you prefer to use that trait more than 55% of the general population.

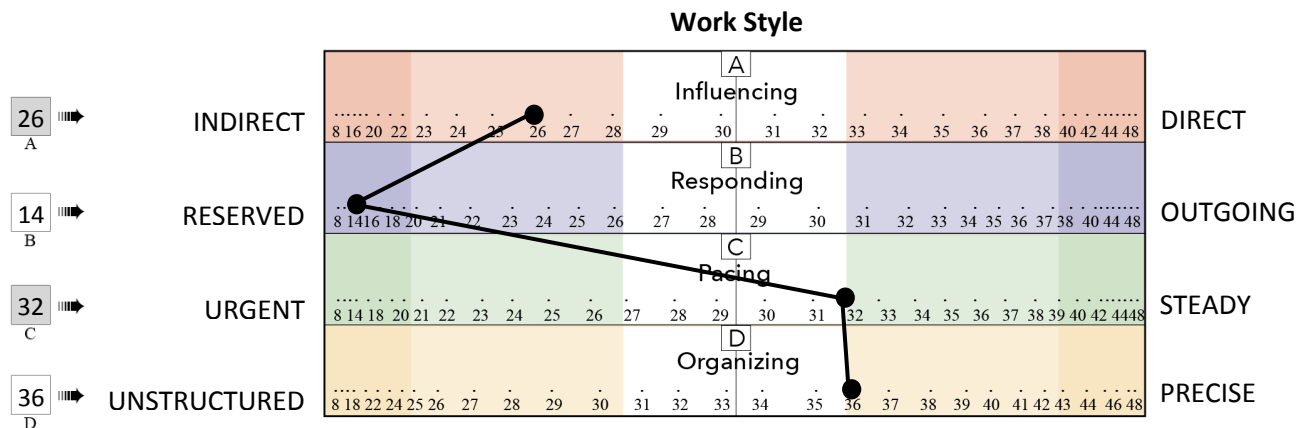
Scores in the light shaded area indicate you use that preference more than 75% of the general population.

Scores in the dark shaded area indicate you use that preference more than 90% of the general population.



PART 1: Gaining an Overview of Your Style

Review your Work and Personal Style profiles below as the first step to better understanding yourself.



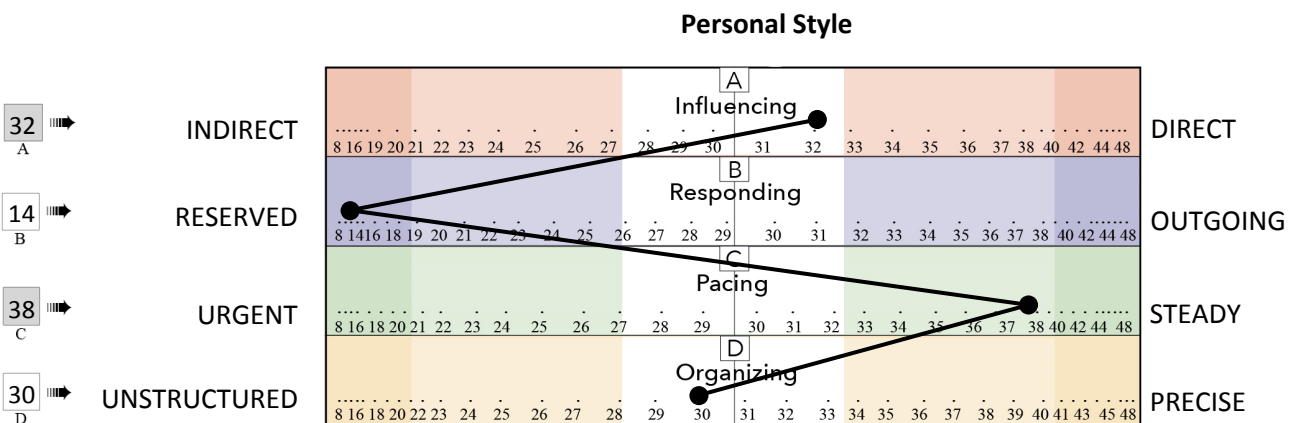
Work Style

Scale A: Moderately Indirect - diplomatic, fairly modest, tactful, avoid conflict

Scale B: Very Reserved - non expressive, private, don't show feelings, quiet

Scale C: Moderately Steady - consider many options before deciding, deliberate, cautious

Scale D: Moderately Precise - structured, organized, attend carefully to details



Personal Style

Scale A: Slightly Direct - somewhat candid, fairly frank and confident

Scale B: Very Reserved - quiet, private, non expressive, hold back feelings

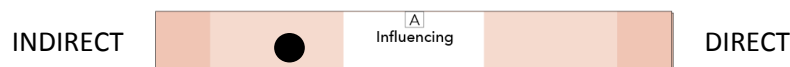
Scale C: Moderately Steady - deliberate, carefully weigh pros and cons, cautious

Scale D: Slightly Unstructured - flexible, spontaneous, non-traditional

Scale A) Influencing (Indirect or Direct)

DIRECT
or
INDIRECT

You Scored Moderately Indirect.



When influencing others you:

- say things fairly cautiously to avoid conflict.
- position your ideas in a way so that you don't arouse strong opposition.
- watch for opportunities to present your thoughts rather than argue directly.

These patterns may cause you to appear hesitant and unsure, even when you are actually feeling confident. Because you present yourself so diplomatically, others may not realize how strongly you believe in a particular position. You'll most likely enjoy work settings where everyone shares the same goal and no need for autocratic leadership exists.

You scored slightly Direct.



Your Personal Style score indicates that you are slightly Direct at home, although you scored moderately Indirect at work. Therefore, at home you are probably somewhat candid and frank when expressing your thoughts and opinions.

Since you report being just the opposite, somewhat diplomatic, tactful, and cautious at work, it is difficult to predict your consistency on this trait across situations. Think about what expectations or responsibilities exist in one or both settings that might cause you to alter your behavior.

Scale B) Responding (Reserved or Outgoing)

The second trait (Scale B) indicates how you approach other people, particularly groups of people and how animated, talkative, and expressive you are. The opposite preferences are Reserved and Outgoing.

Reserved individuals tend to be quiet and self-contained while Outgoing people are open, sharing, and talkative. Both can enjoy people and teamwork, but they'll participate, share thoughts, and join in discussions quite differently.

RESERVED
or
OUTGOING

Scale B: Work Style

You Scored Very Reserved.

RESERVED



OUTGOING

At work you tend to respond to others with a very Reserved, self-contained manner. Your scores indicate that you operate with a style more Reserved than 90% of the general population. You tend to express yourself with few words, in a very quiet, restrained manner. You work comfortably alone and, if necessary, you can go for long periods of time with minimal people contact.

When responding to people and stimulation, you:

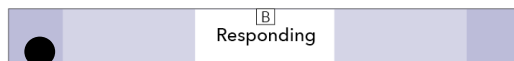
- prefer one-to-one conversations rather than in large meetings.
- are most comfortable thinking through issues alone instead of talking your feelings out.
- have a strong tendency to keep many of your feelings and thoughts to yourself.

Your Reserved style sometimes makes it difficult for others to know where you stand, particularly on an emotional level. Even when asked, you may still withhold your feelings unless you really know the person well and they ask specific questions.

Scale B: Personal Style

You scored very Reserved.

RESERVED



OUTGOING

You scored very Reserved on your Personal Style, just as you did on your Work Style. This similarity indicates that you are a very quiet, self-contained, introspective person both at home and at work.

Since your Work Style and Personal Style scores are almost the same, you will probably use this quiet Reserved manner most of the time when responding to others.

Scale C) Pacing (URGENT or STEADY)

The third scale indicates the process you prefer to use when making decisions and taking action. Opposite preferences are Urgent and Steady.

When both Steady and Urgent individuals have the same knowledge and experience, they can both make “good” decisions and take appropriate action; but, they’ll do it with different pacing and timing.

URGENT
or
STEADY

Scale C: Work Style

You Scored Moderately Steady.



You are more Steady than 75% of the general population. This suggests that you’ll take action and makes decisions only after deliberating the alternatives. Co-workers will generally see you as having great patience, moving steadily toward your goals, getting tasks done through persistence and determination.

As you take action and make decisions you:

- consider options and collect information on many alternatives.
- find ways to set aside adequate time to explore options before rushing to a decision.
- feel a little stressed in settings where there is pressure to continually adjust to changing priorities.

You’ll get things accomplished through your stick-to-it nature, but because you take time considering an issue, co-workers may not know where you are with projects. You work well on long-term projects or ones that require persistence and evenly paced action. You often appreciate co-workers who challenge you to move more quickly, but without pressing you in a way that alters the quality of your decisions.

Scale C: Personal Style

You scored moderately Steady.



You scored somewhat Steady on your Personal Style, indicating that you like to use a cautious, deliberate approach to decision making at home. You tend to collect lots of options, considering many pros and cons before moving ahead with a particular course of action. You scored nearly the same on your Work Style; this similarity suggests that this Steady preference of making decisions will be very consistent across situations.

Scale D) Organizing (UNSTRUCTURED or PRECISE)

Scale D indicates how you structure your time, order and organize your world, carry out projects, and attend to details. The opposite preferences are Unstructured and Precise.

If Unstructured and Precise individuals are equally skilled and experienced, they can both produce high quality results; however, they will use quite different methods of planning and organizing their work.

UNSTRUCTURED
or
PRECISE

Scale D: Work Style

You Scored Moderately Precise.



You prefer structuring tasks and organizing things at work more than 75% of the general population. You generally seek order and predictability, yet you want some freedom to operate independently. You work best in situations where there are established procedures in place for accomplishing tasks, or where you have the opportunity to at least help create such procedures.

When working on projects and dealing with issues, you'll:

- seek perfection, well planned priorities, and organization.
- strive to create order where there is disorder.
- attend to and follow up on small details that others might overlook.

You will tend to get frustrated when work projects are ambiguous or unpredictable. Lack of order around you may cause you to become very detailed and organized yourself as a way of maintaining your sanity. You are the type of person who usually reads instructions before proceeding, makes lists of priorities, and moves forward only if you have a clear road map. You'll want reasons for giving up established methods and policies that you know have been effective in the past.

Scale D: Personal Style

You scored slightly Unstructured.



You scored slightly Unstructured on your Personal Style of dealing with details. This suggests that, at home, you prefer to keep your plans flexible; you may postpone organizing and attending to small details. However, you scored moderately Precise, structured, and organized on your Work Style profile. This indicates that you let go of some need for structure and order at home and adopt a more flexible, plan-as-you-go style in your personal world.



Work Style

Differences between your Work Style and Personal Styles

If your Work Style and Personal Style profiles are different, you are probably adapting to certain responsibilities, pressures, or stressors in one or the other of these two settings.

If they are the same, this indicates that you behave consistently in these two environments and probably most other settings.

Key Point: Exploring the differences between your profiles will help you understand how you react to certain situations or pressures and identify “flexing” skills you have developed.

In the previous section, your Work Style and Personal Style scores were compared and any differences were pointed out. Only you know the reasons for these. Identify what circumstances, expectations, or pressures in either setting cause the changes and share your insights with others.

Personal Style

Activity:

Work Style

List some factors at work that may affect your style and note whether any behavior changes are intentional or are reactions to stress.

Example:

At work there are many deadlines and I’m very restless and Urgent. But, my natural style is to be Steady and take my time making decisions. Therefore, I’m often stressed at work.

Personal Style

List some ways your Personal Style differs from your Work Style and jot down what factors (people, pressures, roles, etc.) at home influence this.

Example:

I am more Direct at home than I am on the job because being more forceful and controlling seems necessary when parenting my two rather strong-minded teenagers.



PART 4: Identifying how stress may lead to overuse of your strengths

Stressors and Reactions

Stressors are those situations, people, or responsibilities you find stressful. These trigger “reactions” and “out-of-character” behaviors.

The goal is to get better at catching and noticing your reactions. Then develop skill at pausing and responding with appropriate behaviors.

Each trait can have specific trigger reactions. Review the following lists and check those that you want to become better at eliminating.

FIGHT
flight
Freeze
refuse

Be aware of your stress reactions!

Scale A: Influencing (Indirect or Direct)

Since you scored moderately Indirect in your style of influencing others at work, certain situations or behaviors may be stressful to you. These include: pressure from others to agree with them, loud arguments, intimidation, and pushy actions.

You may react and overuse your strengths by:

- giving in to avoid an argument, even when you don’t really agree.
- avoiding others when an unpleasant conversation might ensue.
- becoming hesitant and unsure of you position.

Scale B: Responding (Reserved or Outgoing)

Your very Reserved manner of responding to others suggests that you may find the following things stressful: pressure to speak up in groups, being the public center of attention, and lots of interaction with people.

You may react and overuse your strengths by:

- withdrawing from people.
- becoming overly quiet and self-contained, particularly when in groups.
- keeping thoughts to yourself when talking things out might be better.

Scale C: Pacing (Urgent or Steady)

You will most likely become stressed when there isn't enough time to consider as many options as you like before making decisions, or when there is pressure to take action before thinking through all the possible results.

At such times, you may react or overuse your strengths by:

- delaying decisions until you have more time to consider alternatives.
- avoiding situations where you know you'll be pressured to take action.
- hesitating longer than normal, and perhaps missing some opportunities.

Scale D: Organizing (Unstructured or Precise)

You may be stressed at work when you don't have time to organize and plan or when you find yourself working without clear policies and procedures.

You may react at those times and overuse this trait by:

- trying to put rules and procedures into place before checking with others.
- getting overly concerned or worried over minor things.
- becoming caught up in the details, being a perfectionist.



PART 5: Flexing to Communicate better with People Having Opposite Styles

Strategies for flexing with people having opposite styles

This section provides suggestions for flexing your Work Style to communicate better with individuals who have opposite trait preferences. Some “flexing” suggestions will be more challenging for you to follow than others. Place a check mark beside the ones you would most likely to follow.

Scale A) Influencing (How you assert yourself, express your opinions, and influence others.)

You scored moderately Indirect at work and may find that there are situations where you overuse the strengths of this trait. At those times, others—particularly very Direct co-workers—may view you as wishy-washy, lacking confidence, unwilling to take a stand, and perhaps even manipulative.

You can flex your style by:

- ☐ standing your ground when pressured or pulled into conflicts.
- ☐ using direct eye contact and assertive body language.
- ☐ sounding more confident and sure of yourself when presenting ideas.
- ☐ approaching, rather than avoiding, others when you disagree with their actions or position.

List any additional ideas for flexing with others who have the opposite style on this trait.

Scale B: Responding (How you approach and respond to others, particularly groups.)

You scored very Reserved at work on this second scale and may find that others—particularly Outgoing co-workers—may view you as aloof, secretive, uninterested in them, or detached. They can have a hard time reading your quiet, introverted style and may assume negative things.

You can flex your style by:

- ☐ sharing your thoughts in meetings so others aren’t left wondering what you think.
- ☐ being more enthusiastic and animated when talking.
- ☐ using added facial expressions and gestures.
- ☐ finding ways to be the first to greet others and initiate conversations.

List any additional ideas for flexing with others who have the opposite style on this trait.

Scale C) Pacing (The speed at which you make decisions and take action.)

Your fairly Steady work style gives you the patience to consider many options before making decisions but, when overused, it may cause you to come across to others—particularly Urgent individuals—as hesitant, slow to act, and indecisive.

You can flex your style by:

- ___ letting others know what issues you are pondering if you are delaying a decision.
- ___ presenting your ideas quickly and succinctly, particularly in meetings.
- ___ pushing yourself to decide more quickly than you are normally comfortable with.
- ___ eliminating some options early in the decision making process.

List any additional ideas for flexing with others who have the opposite style on this trait.

Scale D) Organizing (How you structure time, organize tasks, and handle details.)

Since you scored fairly Precise at Work, others—particularly very Unstructured individuals—may view you as overly concerned with details, resistant to change, somewhat compulsive, and a perfectionist at times.

You can develop your communications skills and flex your style by:

- ___ not attempting to get others to follow all the organizing processes that you like.
- ___ staying open to new, unproven ideas and suggestions.
- ___ holding back critical remarks regarding what you consider lack of organization.
- ___ focusing as much as possible on the big picture instead of details.

List any additional ideas for flexing with others who have the opposite style on this trait.



PART 6: Flexing to Communicate Better with People Having Similar Styles

People having similar styles initially get along great. They act and think alike. However, problems can arise when they both overuse their strengths. Place a check beside the guidelines below that you would like to practice more often.

Scale A) Influencing - How the two of you assert yourselves and express your opinions. (Indirect or Direct)

You both scored moderately Indirect. This means you'll both be fairly tactful and diplomatic with each other and you'll both seek to avoid conflict. However there may be times when these shared strengths cause you to be too cautious in stating your needs and the two of you may both avoid difficult conversations that would help you resolve issues.

You can flex your style and communicate better with another Indirect person by:

- ___ using your shared tactfulness to find points of agreement, but take a firm stand on important issues and when your values or dreams are being compromised.
- ___ not avoiding conflict when important things need to be discussed and dealt with.
- ___ encouraging each other to be more candid and straight-forward when giving each other feedback. This can actually help you build trust and get you past tense situations.

List any additional ideas for flexing with others having this same trait.

Scale B: Responding - How the two of you approach and respond to others. (Reserved or Outgoing)

You both scored very Reserved so, you'll be rather quiet and soft spoken with each other. Both of you will be comfortable with silence and find each other easy to be around. However, there may be times when conversations don't take place that would actually help you work together and communicate better. Watch that your quiet natures don't keep you too distant.

Flex your style and improve communications by:

- ___ drawing out the other Reserved person's needs and concerns by asking more personal questions than you usually do.
- ___ taking the initiative in speaking, introducing yourself, and greeting other Reserved people; don't wait too long.
- ___ letting each other know if anything is on your mind, otherwise important issues may not be discussed.

List any additional ideas for flexing with others having this same trait.

Scale C) Pacing - How the two of you pace your energy and make decisions. (Urgent or Steady)

Your shared moderately Steady preference gives you both the patience to consider many options before making decisions. The two of you won't tend to rush into things. You'll get information first and deliberate before deciding. However, when overused, the two of you may delay too long and even encourage each other to seek more information than a decision warrants.

You can flex your style by:

- ___ pushing each other to take action on urgent matters and even be impulsive at times so opportunities aren't missed.
- ___ expressing your frustrations more often otherwise there may be times neither of you knows what's irritating the other.
- ___ encouraging each other to be a bit more impulsive at times so you can avoid decision-making paralysis.

List any additional ideas for flexing with others having this same trait.

Scale D) Organizing - How the two of you organize tasks, and handle details. (Unstructured or Precise)

Since you both are fairly Precise at Work you'll be good with organization, detail, and careful planning. However if the two of you both overuse your style you may get overly concerned with details, somewhat obsessive, and perfectionistic.

You can flex your style and manage tasks better by:

- ___ restating the big picture once in a while to keep you both from getting lost in the details.
- ___ not getting into disagreements over whose procedures, systems, and rules are best. You both like your own version of order and structure so you're unlikely to give in without a fight – so agree to disagree.
- ___ providing each other with lists and procedures to help you be more efficient together; you'll both appreciate this.

List any additional ideas for flexing with others having this same trait.



PART 7: Building on Your Strengths and Appreciating Other People's Strengths

Section A) Acknowledging your strengths.

Each trait has numerous strengths and positive characteristics. As you gain insight into your style, learn to use your strengths and fully develop them.

Review the lists of strengths of your personality traits. Check the ones you feel particularly good about and write a reminder for how and when you could use these to increase your communication effectiveness.

Scale A) Influencing (How you assert yourself, express your opinions, and influence others.)

You scored moderately Indirect at work; therefore, some of your strengths include:

- ☐ willingness to negotiate and consult with others.
 - ☐ ability to phrase comments as tactfully and sensitively as possible.
 - ☐ willingness to lead from behind the scenes and give others credit.
 - ☐ ability to keep others open to your ideas by presenting them modestly.
-
-

Scale B) Responding (How you approach and respond to others, particularly groups.)

You scored very Reserved at work, so some of your strengths include:

- ☐ capacity to work alone for extended periods, often even preferring to do so.
 - ☐ willingness to take a back seat, letting others be the center of attention.
 - ☐ ability to maintain composure, not revealing information through facial expressions.
 - ☐ willingness to listen rather than talk.
-
-

STRENGTHS (continued)

Scale C) Pacing (The speed and rhythm with which you make decisions and take action.)

You scored moderately Steady in Pacing Activity, so your strengths include:

- ___ willingness to consider many options and alternatives before making decisions.
 - ___ capacity to react slowly and patiently when frustrated or angered.
 - ___ willingness to stay open to alternatives and possibilities that show limited promise.
 - ___ ability to persevere and “stay with it” when faced with long, extended projects.
-
-

Scale D) Organizing (How you structure time, organize tasks, and handle details.)

You scored moderately Precise at work; therefore, some of your strengths include:

- ___ ability to carefully organize projects and meticulously plan out all necessary steps.
 - ___ willingness to read and follow directions and use them to find solutions.
 - ___ tendency to naturally notice details and ways to increase order.
 - ___ ability to see small, often overlooked, ways to improve systems and procedures.
-
-

Section B) Appreciating other people's strengths.

People who appreciate their own strengths are better at seeing and valuing the strengths in others.

Chart the profiles of your work associates, friends, or family members. Then list several Insight personality strengths each person has and ways to communicate better. Discuss the results with them.

The worksheet contains six identical profile charts arranged in a 3x2 grid. Each chart consists of a 4x4 grid of colored squares. The columns are labeled with personality strengths: [A] Influencing (orange), [B] Responding (purple), [C] Pacing (green), and [D] Organizing (yellow). The rows are labeled with communication styles: INDIRECT, RESERVED, URGENT, and UNSTRUCTURED on the left; and DIRECT, OUTGOING, STEADY, and PRECISE on the right. Below each grid are two bullet points for notes: "• This person's personality strengths include:" and "• Ways I can communicate better with this person:". The charts are connected by curved lines, suggesting a flow or relationship between the profiles.

	[A] Influencing	[B] Responding	[C] Pacing	[D] Organizing
INDIRECT				
RESERVED				
URGENT				
UNSTRUCTURED				

• This person's personality strengths include:

• Ways I can communicate better with this person:



Continue to focus on your strengths.

Review this report from time to time to focus on your personality strengths and identify how to flex your style to communicate effectively with a wide variety of people. All personality preferences have unique strengths; therefore, workgroups, teams, and families benefit from having members with different personalities.

Consider how your Work and Personal Styles impact your life.

Go back and compare your Work Style and Personal Style profiles; note how they are similar and different. For some people, their Work Style profile reflects adjustments they make due to deadlines and pressures on the job, and therefore, their Personal Style is more representative of their true personalities. Other people experience more stress and pressure at home (parenting, dealing with family, and communicating with relatives) and their Work Style is therefore more reflective of their core personalities.

Learn how others see you.

Discovering how other's perceptions of you differ from your own can help you identify how best to flex your behavior. For quick, informal ratings you can use worksheets available on the Insight Institute Facilitator Resource Center. For more accurate ratings and a printed report use the online e-INSIGHT Observer Feedback Assessment. Ask your trainer or coach about it.

Learn to "Flex" your style

The best way to learn to flex your style is to compare your INSIGHT Inventory profile with other people's profiles. You'll instantly see where you're similar and different. Consider drawing both of your profiles on one chart. This will highlight any differences and similarities.

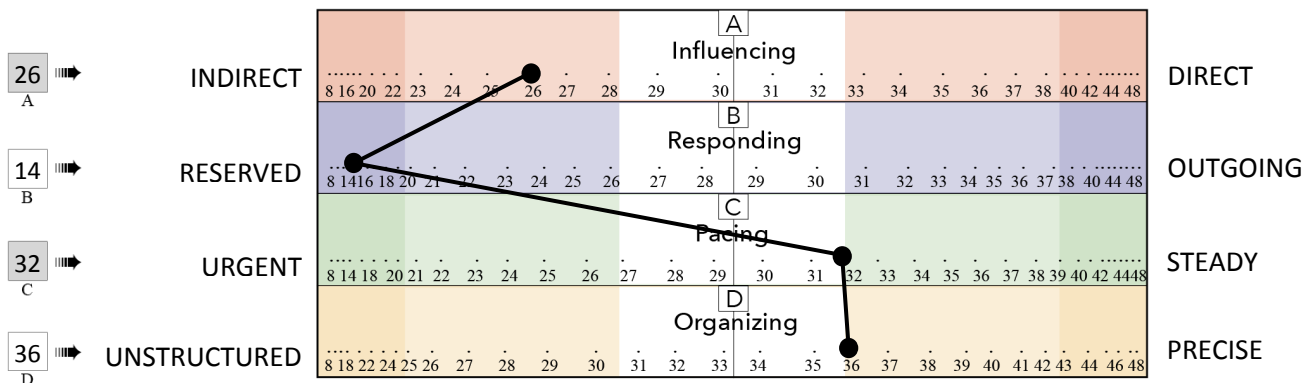




INSIGHT Inventory Snapshot

John Doe
11/29/2018

Work Style



A number of factors could influence your behavior at work: the nature of your job, deadlines and pressures, and relationships with coworkers and customers.

Work Style

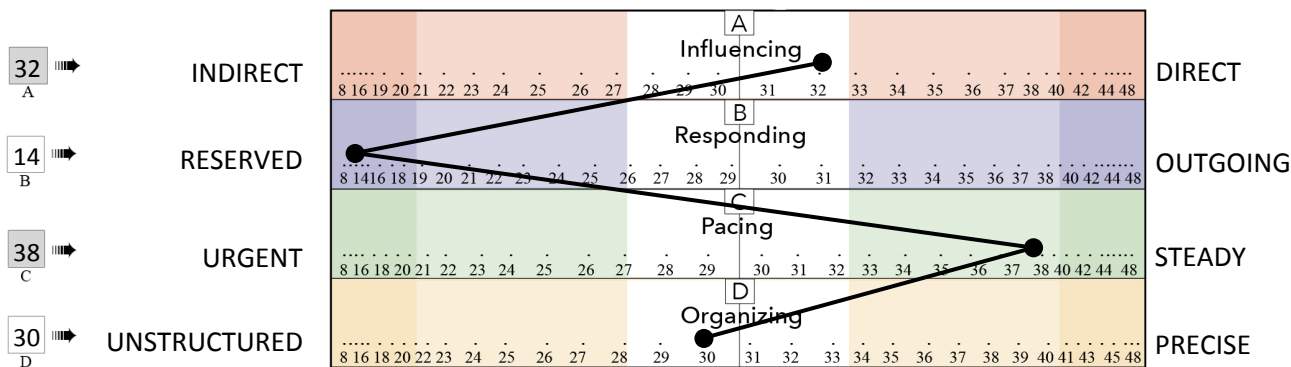
Scale A: Moderately Indirect - diplomatic, fairly modest, tactful, avoid conflict

Scale B: Very Reserved - non expressive, private, don't show feelings, quiet

Scale C: Moderately Steady - consider many options before deciding, deliberate, cautious

Scale D: Moderately Precise - structured, organized, attend carefully to details

Personal Style



Factors that influence your Personal Style include responsibilities at home, relationships with family members, and social activities with friends.

Personal Style

Scale A: Slightly Direct - somewhat candid, fairly frank and confident

Scale B: Very Reserved - quiet, private, non expressive, hold back feelings

Scale C: Moderately Steady - deliberate, carefully weigh pros and cons, cautious

Scale D: Slightly Unstructured - flexible, spontaneous, non-traditional